



New York City Council

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Finance Division

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Hearing on the Mayor's Fiscal Year 2011 Preliminary Budget

Department of Sanitation

March 5, 2010

Committee on Sanitation and Solid Waste Management

Hon. Letitia James, Chair

Jonathan Rosenberg, Deputy Director, Finance Division

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Summary and Highlights

Department of Sanitation

Dollars in Thousands

| | 2008 Actual | 2009 Actual | 2010 Adopted | 2010 Preliminary | 2011 Preliminary | Difference, 2010 – 2011 |
|------------------------------|--------------------|--------------------|--------------------|---------------------|---------------------|----------------------------|
| Personal Services | \$712,294 | \$743,045 | \$776,153 | \$774,094 | \$791,410 | \$15,257 |
| Other than Personal Services | \$532,098 | \$515,170 | \$526,980 | \$510,563 | \$563,400 | \$36,421 |
| Table Total | \$1,244,392 | \$1,258,215 | \$1,303,133 | \$1,284,657 | \$1,354,810 | \$51,678 |

The Department of Sanitation's (DSNY or the Department) Fiscal 2011 Preliminary operating budget includes \$1.35 billion in spending, of which \$1.33 billion is funded by City tax levy. The Department's overall operating budget for Fiscal 2011 has increased by \$51.7 million, or 4.0 percent, compared to the operating budget for Fiscal 2010 at Adoption last year. DSNY's Fiscal 2011 budget would have increased by 8.8 percent, however, if not for a number of Programs to Eliminate the Gap (PEGs) enacted by the Department to meet its spending targets. The four PEGs in DSNY's Fiscal 2011 Preliminary budget are:

- **Waste Export Funding Surplus.** There is a surplus in DSNY's waste export budget of \$26.2 million in Fiscal 2011, \$34.9 million in Fiscal 2012, and \$45 million in Fiscal 2013 (see pg. 8).
- **Uniform Overtime.** The Department is expected to save \$5.3 million in Fiscal 2011 through the reduction of uniform overtime (see pg. 7).
- **Uniform Assignment Differential.** Due to a decrease in the number of truck shifts, DSNY estimates it will require \$3.6 million less in Fiscal 2011 (see pg. 7).
- **Delay in Staffing the New Marine Transfer Stations.** The Department will save approximately \$27.6 million in Fiscal 2011, \$27.9 million in Fiscal 2012, and \$12 million in Fiscal 2013 from delays in the opening of MTS (see pg. 8).

The four main contributing elements to the Fiscal 2011 increase include additions to the waste disposal-landfill closure budget (\$17.1 million; see pg. 11), collection and street cleaning budget (\$12.6 million; see pg. 7), waste export budget (\$12 million; see pg. 8), and the Waste Prevention, Reuse, and Recycling budget (\$7.5 million; see pg. 15). The \$7.5 million increase to the Department's Waste Prevention, Reuse, and Recycling budget in Fiscal 2011 is primarily the result of restoring education and outreach programs and household hazardous waste collection, both of which were reduced in Fiscal 2010.

DSNY is also requesting additional funding for two new agency needs

- **Stationary Engineers for New Garages.** Three new Stationary Engineers will be hired to maintain and operate the new HVAC systems in two new garages facilities (see pg. 22).
- **Vehicle Parts.** DSNY is requesting \$2 million in additional funding to cover costs of additional vehicle parts (see pg. 21).

Department of Sanitation

The Department of Sanitation promotes a healthy environment through the efficient management of solid waste and the development of environmentally sound long-range plans for handling refuse. The Department operates 59 district garages and manages a fleet of 2,022 rear-loading collection trucks and 450 mechanical brooms. Each day approximately 11,000 tons of household and institutional waste is collected. The Department clears litter, snow and ice from approximately 6,000 City street miles, and removes debris from vacant lots as well as abandoned vehicles from the City streets.

| Key Public Services Areas |
|---|
| <ul style="list-style-type: none"> Clean streets, sidewalks and vacant lots Manage the City's solid waste through collection, disposal and recycling operations |

| Critical Objectives |
|---|
| <ul style="list-style-type: none"> Increase street and sidewalk cleanliness and the number of cleaned vacant lots Clear snow and ice from City streets and roadways Collect and dispose of household and institutional refuse Remove and process recyclable materials Minimize the environmental impact of waste transfer stations on City neighborhoods and residents |

SOURCE: Mayor's Management Report

Department for the Sanitation Financial Summary

Dollars in Thousands

| | 2008 Actual | 2009 Actual | 2010 Adopted | 2010 Jan. Plan | 2011 Jan. Plan | Difference 2010-2011 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|
| Budget by Program Area | | | | | | |
| Collection and Street Cleaning | \$574,741 | \$590,020 | \$621,256 | \$615,723 | \$633,899 | \$12,643 |
| Waste Export | 298,449 | 303,712 | 328,804 | 310,970 | 340,798 | 11,994 |
| Waste Disposal-General | 13,538 | 12,738 | 13,581 | 13,955 | 14,023 | 442 |
| Waste Disposal-Landfill Closure | 68,413 | 54,985 | 47,146 | 47,675 | 64,220 | 17,074 |
| Long-Term Export | 3,204 | 3,486 | 3,005 | 3,047 | 3,487 | 481 |
| Solid Waste Transfer Stations | 6,403 | 7,787 | 8,226 | 8,244 | 7,842 | (384) |
| Waste Prevention, Reuse, and Recycling | 27,791 | 24,253 | 22,745 | 22,877 | 30,241 | 7,495 |
| Enforcement-General | 12,207 | 13,906 | 15,293 | 15,603 | 15,878 | 585 |
| Civilian Enforcement | 3,749 | 3,185 | 4,155 | 4,447 | 4,447 | 292 |
| General Administration | 93,143 | 88,660 | 93,070 | 91,391 | 93,071 | 1 |
| Support Operations-Motor Equipment | 85,815 | 81,683 | 77,962 | 80,956 | 78,831 | 869 |
| Support Operations-Building Management | 17,665 | 18,913 | 18,231 | 18,883 | 18,643 | 412 |
| Engineering | 5,443 | 6,070 | 5,981 | 6,222 | 5,646 | (335) |
| Snow Removal | 25,420 | 43,789 | 38,320 | 39,210 | 38,320 | 0 |
| Legal Services | 2,984 | 3,172 | 3,373 | 3,430 | 3,435 | 62 |
| Public Information | 1,884 | 1,857 | 1,983 | 2,026 | 2,027 | 44 |
| Millings | 3,542 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | \$1,244,391 | \$1,258,217 | \$1,303,132 | \$1,284,658 | \$1,354,809 | \$51,677 |

Continued...

Department of Sanitation Financial Summary (cont'd)

| | 2008 Actual | 2009 Actual | 2010 Adopted | 2010 Jan. Plan | 2011 Jan. Plan | Difference 2010–2011 |
|-------------------|------------------------|------------------------|-------------------------|---------------------------|---------------------------|---------------------------------|
| Funding | | | | | | |
| City Funds | N/A | N/A | \$1,275,763 | \$1,254,248 | \$1,326,736 | \$50,973 |
| Capital-IFA | N/A | N/A | 8,451 | 8,605 | 8,617 | 166 |
| Federal – CD | N/A | N/A | 15,587 | 15,820 | 16,190 | 603 |
| Federal – Other | N/A | N/A | 0 | 12 | 0 | 0 |
| Intra-City | N/A | N/A | 2,582 | 2,661 | 2,518 | (64) |
| Other Categorical | N/A | N/A | 750 | 1,310 | 750 | 0 |
| State | N/A | N/A | 0 | 2,000 | 0 | 0 |
| TOTAL | | | \$1,303,132 | \$1,284,658 | \$1,354,809 | \$51,677 |
| Positions | | | | | | |
| Uniform | 7,690 | 7,612 | 7,375 | 7,379 | 7,216 | (159) |
| Civilian | 2,035 | 2,019 | 2,075 | 2,073 | 2,065 | (10) |
| TOTAL | 9,725 | 9,631 | 9,450 | 9,452 | 9,281 | (169) |

Capital Program

Capital Budget Summary

The January 2010 Capital Commitment Plan includes \$1.46 billion in Fiscals 2010 -2013 for the Sanitation Department (including City and Non-City funds). This represents 3.7 percent of the City's total \$39.14 billion January Plan for Fiscals 2010-2013. The agency's January Commitment Plan for Fiscals 2010 - 2013 is 4.0 percent greater than the \$1.40 billion scheduled in the September Commitment Plan, an increase of \$55.7 million.

Over the past five years the Department of Sanitation has only committed an average of 32.8 percent of its annual capital plan. Therefore, it is assumed that a large portion of the agency's Fiscal 2010 capital plan will be rolled into Fiscal 2011 thus greatly increasing the size of the Fiscal 2011-2014 capital plan. Since adoption last June, the Capital Commitment Plan for Fiscal 2010 has risen from \$958.3 million to \$998.9 million, an increase of \$40.7million or 4.2 percent.

Currently the Sanitation Department's appropriations total \$1.55 billion in city-funds for Fiscal 2010. These appropriations are to be used to finance the agency's \$770.6 million city-funded Fiscal 2010 capital commitment program. The agency has \$778.7 million or over 100 percent more funding than it needs to meet its entire capital commitment program for the current fiscal year.

The Department's ten-year capital program totals approximately \$2.29 billion. Of this total, about 46 percent (\$1.06 billion) is for equipment acquisition. Approximately 33 percent (\$759.6 million) of the agency's capital program is allocated for solid waste management, particularly for the construction of marine transfer stations (\$645.1 million). Another \$473.7 million is allocated in the ten-year capital program for the construction and reconstruction of sanitation garages. Funding is provided for site acquisition and construction of new garages, for replacing existing facilities that may be undersized, sited outside their service district, or require relocation as part of other large-scale City initiatives. The ten-year capital program includes funding for the rehabilitation of existing facilities necessary to address safety issues; provides funding for the construction of salt sheds to cover exposed salt used in snow removal; and allocates funding for the improvement of parkland at DSNY composting facilities.

FY 2010 Adopted Capital Commitment Plan

| <i>Dollars in Thousands</i> | 2010 | 2011 | 2012 | 2013 | 2014-2019 |
|-----------------------------|------------------|------------------|-----------------|------------------|------------------|
| Garages and Facilities | \$443,340 | \$0 | \$2,264 | \$8,156 | \$19,930 |
| Equipment | \$128,769 | \$22,260 | \$29,347 | \$56,377 | \$820,421 |
| Solid Waste Management | \$386,160 | \$234,074 | \$5,252 | \$84,071 | \$50,000 |
| Total | \$958,269 | \$256,334 | \$36,863 | \$148,604 | \$890,351 |

Issues/Highlights

The Preliminary Capital Commitment plan includes \$596.2 million in Fiscals 2010-2013 for the construction and reconstruction of four MTS's at Hamilton Avenue in Queens, Southwest Brooklyn, North Shore Queens, and East 91st Street in Manhattan. Currently, the North Shore, Queens and Hamilton Avenue MTS are scheduled to be completed in mid-2013 while the East 91st Street and Southwest Brooklyn MTS are scheduled to come on-line sometime in 2014 or after.

Due to higher than expected construction bids, planned commitments for the Hamilton Avenue MTS are \$53.9 million greater than at Adoption. Planned commitments for the other MTS remain the same in the Preliminary budget.

The West 59th Street MTS, which will handle commercial waste, includes \$50 million in planned commitments scheduled for Fiscal 2014.

DSNY will spend \$190.6 million on vehicles and equipment in Fiscals 2010-2013.

Program Areas

Collection & Street Cleaning

The Department's Bureau of Cleaning and Collection is responsible for collecting household refuse and recyclables as well as cleaning City Streets. The Department receives federal funding through the Department of Housing and Urban Development which allows DSNY to clean vacant lots and surrounding premises of City-owned buildings in order to meet the City's health code standards.

The Department runs on average 7,089 collection trucks each week – 5,138 for refuse collection and 1,951 for household recycling. On an average day, about 11,000 tons of waste for disposal, and 5,394 tons of curbside and containerized recycling are collected. In addition, approximately 2,025 street-cleaning posts are operated in an average week.

| <i>Dollars in Thousands</i> | 2008 Actual | 2009 Actual | 2010 Adopted | 2010 January | 2011 January | Difference 2011 vs. 2010 |
|-------------------------------------|------------------|------------------|------------------|------------------|------------------|-----------------------------|
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried - Uniformed | \$419,367 | \$439,269 | \$446,833 | \$447,540 | \$460,949 | \$14,116 |
| Full-Time Salaried - Civilian | 12,352 | 12,496 | 13,246 | 12,678 | 13,038 | (208) |
| Other Salaried and Unsalariated | 505 | 867 | 1,471 | 1,471 | 1,471 | 0 |
| Additional Gross Pay | 71,144 | 73,799 | 80,219 | 76,993 | 79,203 | (1,016) |
| Fringe Benefits | 25,812 | 24,112 | 29,590 | 29,590 | 31,331 | 1,741 |
| Overtime - Uniformed | 34,965 | 29,191 | 37,566 | 35,109 | 36,128 | (1,438) |
| Overtime - Civilian | 556 | 479 | 240 | 240 | 241 | 1 |
| Subtotal, PS | \$564,701 | \$580,213 | \$609,165 | \$603,621 | \$622,361 | \$13,196 |
| Other than Personal Services | | | | | | |
| Supplies and Materials | \$2,817 | \$2,443 | \$1,601 | \$2,936 | \$1,513 | (\$88) |
| Property and Equipment | 2,577 | 2,095 | 1,199 | 1,211 | 832 | (367) |
| Other Services and Charges | 2,845 | 3,637 | 4,402 | 2,861 | 4,304 | (98) |
| Contractual Services | 1,789 | 1,626 | 4,884 | 5,085 | 4,884 | 0 |
| Fixed and Misc Charges | 12 | 6 | 5 | 9 | 5 | 0 |
| Subtotal, OTPS | \$10,040 | \$9,807 | \$12,091 | \$12,102 | \$11,538 | (\$553) |
| TOTAL | \$574,741 | \$590,020 | \$621,256 | \$615,723 | \$633,899 | \$12,643 |
| Funding | | | | | | |
| City Funds | NA | NA | \$604,375 | \$598,402 | \$616,563 | \$12,188 |
| Other Categorical | NA | NA | 750 | 1,102 | 750 | 0 |
| Federal – CDBG | NA | NA | 14,509 | 14,660 | 15,030 | 521 |
| Intra – City | NA | NA | 1,622 | 1,558 | 1,558 | (64) |
| TOTAL | NA | NA | \$621,256 | \$615,723 | \$633,899 | \$12,643 |

Performance Measures

| | FY 07 | FY 08 | FY 09 | 4-Month Actual FY 10 | Target FY 11 |
|-----------------------------------|---------|---------|---------|-------------------------|-----------------|
| Citywide streets rated acceptable | 94.3% | 95.7% | 95.8% | 96.1% | 92.0% |
| Refuse tons per truck-shift | 10.4 | 10.2 | 9.9 | 10.2 | 10.7 |
| Annual tons disposed (000's) | 3,491.4 | 3,441.3 | 3,306.7 | 1,136.8 | 3,413.0 |
| Lots cleaned citywide | 6,188 | 6,366 | 4,608 | 1,848 | * |

- **Despite PEG's, Costs Continue to Rise.** Spending on personal services in Fiscal 2011 is set to increase by \$13.2 million, or 2.2 percent compared with the Fiscal 2010 Adopted Budget. This is largely due to contractual wage increases for sanitation workers, who received 4% increases effective March 2007 and March 2008 and another 4% effective August 2009 and August 2010. At the end of this contract, a sanitation worker's maximum salary will be \$67,141.

DSNY has been negotiating with the Uniformed Sanitationmen's Association to get more efficiencies out of each truck shift and are therefore forecasting a need for fewer truck shifts. As a result, the Department is expected to have a \$5.3 million surplus in Fiscal 2011 in uniform overtime funding due to approximately 100 fewer weekly truck shifts.

The decrease in the number of truck shifts will enable the Department to reduce funding in the amount of \$3.6 million in Fiscal 2011 for assignment differentials, which are payments over and above the base rate of pay based on the performance of specific or unique tasks.

Other Preliminary Budget highlights include

- Despite a decrease in the number of Sanitation workers, DSNY has maintained historic levels of street cleanliness, achieving an average citywide rating of 96.1 percent during the first four months of Fiscal 2010.
- The number of graffiti sites cleaned decreased during the reporting period primarily due to a delay in receiving waivers from property owners. Beginning in April 2010 under Local Law 65 of 2009, waivers will no longer be required in certain cases where the property owners do not remove the graffiti on their own or opt out of the City's removal program.
- Although refuse tonnage remained approximately the same as last year, DSNY improved refuse collection efficiency by reducing the number of trucks, thereby increasing the tons per truck to 10.2 during the first four months of Fiscal 2010.

Waste Export

Funding provides for the supervision, transport, and disposal by private vendors of approximately 11,000 tons of City garbage daily. The Solid Waste Management Plan (SWMP) includes plans for the usage of five private transfer station facilities located in the Bronx, Queens and Brooklyn which would accept DSNY-managed waste from the boroughs in which it is generated for containerization and export by barge and/or rail. These vendors and facilities were selected for negotiations in 2004 through three Requests for Proposals. A long-term agreement between DSNY and the Port Authority of New York and New Jersey is being finalized for the use of the Newark Resource Recovery Facility for a portion of Manhattan's DSNY-managed waste.

| | 2008 | 2009 | 2010 | 2010 | 2011 | Difference |
|-------------------------------------|------------------|------------------|------------------|------------------|------------------|-----------------|
| <i>Dollars in Thousands</i> | Actual | Actual | Adopted | January | January | 2011 vs. 2010 |
| Spending | | | | | | |
| Other than Personal Services | | | | | | |
| Supplies and Materials | \$58 | \$50 | \$78 | \$3,578 | \$78 | \$0 |
| Property and Equipment | 113 | 120 | 114 | 125 | 88 | (26) |
| Other Services and Charges | 1 | 7 | 34 | 23 | 34 | 0 |
| Contractual Services | 298,277 | 303,534 | 328,578 | 307,244 | 340,599 | 12,020 |
| TOTAL | \$298,449 | \$303,712 | \$328,804 | \$310,970 | \$340,798 | \$11,994 |
| Funding | | | | | | |
| City Funds | NA | NA | \$328,804 | \$310,970 | \$340,798 | \$11,994 |
| TOTAL | NA | NA | \$328,804 | \$310,970 | \$340,798 | \$11,994 |

The Department is currently developing City waste export infrastructure to replace existing contracts, limit truck-based export, and maximize the export of waste by barge and rail. DSNY has designed new containerization facilities to be built at four Marine Transfer Stations (MTS) sites for the Department-managed waste and continues to negotiate and contract with vendors interested in providing long-term waste services at the MTS's. The sites of the four MTS are Hamilton Avenue in Brooklyn, Southwest Brooklyn at the Belt Parkway Service Road and 25th Avenue intersection, North Shore of Queens, and East 91nd Street in Manhattan.

As a result of favorable bids received for interim export of refuse, a delay in the implementation of the Queens long-term export contract, and a continued decline in refuse tonnage, there is a waste export funding surplus in DSNY's budget. In November, the budget for interim waste export contracts for Manhattan, Queens, and part of Brooklyn was \$366.8 million. The Department will reduce these contracts by \$26.2 million to \$340.6 million in Fiscal 2011. DSNY believes that tonnage will continue to decrease and are subsequently forecasting additional waste export funding surpluses of \$34.9 million in Fiscal 2012 and \$45 million in Fiscal 2013.

As a result of construction delays, staffing of 248 uniform and 54 civilian positions at the four marine transfer stations associated with the SWMP has been adjusted for a new completion date sometime in Fiscal 2013. Currently, the North Shore, Queens and Hamilton Avenue MTS are scheduled to be completed in mid-2013 while the East 91st Street and Southwest Brooklyn MTS are scheduled to come on-line sometime in 2014 or after. The Department will save approximately \$27.6 million in Fiscal 2011 from the MTS completion delay.

The Department continues to implement the City's Comprehensive Solid Waste Management Plan, commencing a long-term rail export contract for all DSNY-managed refuse in parts of Brooklyn. Long-term contracts are also already in place for the Bronx and Staten Island.

Waste Disposal-General

In this program, funding provides for the general operation of waste disposal including waste management engineering and waste export administration.

| <i>Dollars in Thousands</i> | 2008 Actual | 2009 Actual | 2010 Adopted | 2010 January | 2011 January | Difference 2011 vs. 2010 |
|-------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------------------|
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried - Uniformed | \$3,880 | \$4,106 | \$4,750 | \$4,776 | \$5,155 | \$405 |
| Full-Time Salaried - Civilian | 3,616 | 3,536 | 3,814 | 4,017 | 3,866 | 52 |
| Other Salaried and Unsalariated | 36 | 14 | 65 | 65 | 65 | 0 |
| Additional Gross Pay | 572 | 606 | 1,230 | 1,230 | 1,226 | (3) |
| Overtime - Uniformed | 272 | 259 | 473 | 473 | 473 | 0 |
| Overtime - Civilian | 11 | 14 | 91 | 91 | 91 | 0 |
| Subtotal, PS | \$8,387 | \$8,535 | \$10,422 | \$10,652 | \$10,876 | \$454 |
| Other than Personal Services | | | | | | |
| Supplies and Materials | \$442 | \$152 | \$230 | \$184 | \$230 | \$0 |
| Property and Equipment | 226 | 106 | 162 | 85 | 151 | (11) |
| Other Services and Charges | 2,800 | 2,547 | 1,502 | 1,658 | 1,502 | (1) |
| Contractual Services | 1,683 | 1,399 | 1,264 | 1,377 | 1,264 | 0 |
| Subtotal, OTPS | \$5,151 | \$4,204 | \$3,159 | \$3,303 | \$3,147 | (\$12) |
| TOTAL | \$13,538 | \$12,738 | \$13,581 | \$13,955 | \$14,023 | \$442 |
| Funding | | | | | | |
| City Funds | NA | NA | \$13,320 | \$261 | \$261 | (\$13,059) |
| Capital – IFA | NA | NA | 261 | \$13,550 | \$13,763 | \$13,502 |
| Other Categorical | NA | NA | 0 | \$145 | \$0 | \$0 |
| TOTAL | NA | NA | \$13,581 | \$13,955 | \$14,023 | \$442 |

Performance Measures

| | FY 07 | FY 08 | FY 09 | 4-Month Actual FY 10 | Target FY 11 |
|------------------------------------|---------|---------|---------|-------------------------|-----------------|
| Annual tons disposed (000's) | 3,491.4 | 3,441.3 | 3,306.7 | 1,136.8 | 3,413.0 |
| Refuse tons per truck-shift | 10.4 | 10.2 | 9.9 | 10.2 | 10.7 |
| Tons per day disposed | 11,561 | 11,433 | 10,986 | 11,037 | 11,327 |
| Missed refuse collections | 0.1% | 0.0% | 0.1% | 0.6% | * |
| Disposal cost per ton | \$129 | \$146 | \$148 | NA | * |
| Refuse collection cost per ton | \$179 | \$208 | \$228 | NA | * |
| Refuse cost per ton (fully loaded) | \$308 | \$354 | \$376 | NA | * |

Waste Disposal-Landfill Closure

Funding provides for the engineering, remediation, closure construction, post-closure maintenance, and environmental management of the Fresh Kills landfill. The Financial Plan includes funds for closure activities including final capping of the landfill, leachate treatment and control, methane gas collection and flaring, maintenance and security, methane gas collection and flaring, maintenance of and security of the site and waterways, and environmental monitoring.

| | 2008 | 2009 | 2010 | 2010 | 2011 | Difference |
|-------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <i>Dollars in Thousands</i> | Actual | Actual | Adopted | January | January | 2011 vs. 2010 |
| Spending | | | | | | |
| Other than Personal Services | | | | | | |
| Supplies and Materials | \$24 | \$10 | \$62 | \$23 | \$62 | \$0 |
| Property and Equipment | 28 | 2 | 150 | 25 | 150 | 0 |
| Other Services and Charges | 382 | 1,058 | 534 | 1,207 | 534 | 0 |
| Contractual Services | 67,979 | 53,916 | 46,393 | 46,421 | 63,468 | 17,074 |
| Fixed and Misc Charges | 0 | 0 | 7 | 0 | 7 | 0 |
| Subtotal, OTPS | \$68,413 | \$54,985 | \$47,146 | \$47,675 | \$64,220 | \$17,074 |
| TOTAL | \$68,413 | \$54,985 | \$47,146 | \$47,675 | \$64,220 | \$17,074 |
| Funding | | | | | | |
| City Funds | NA | NA | \$47,146 | \$47,675 | \$64,220 | \$17,074 |
| TOTAL | NA | NA | \$47,146 | \$47,675 | \$64,220 | \$17,074 |

The increase to the contractual services budget reflects a \$7 million restoration to the landfill closure budget after it was cut in Fiscal 2010 as well as a revised spending estimate for Fiscal 2011. Most of the work related to landfill closure is for construction and is therefore subject to price fluctuations due to scheduling.

Long-term Export

This program provides for general waste management policy-making, planning, and administration. The Bureau of Long Term Export is responsible for the development of DSNY's long-term export facilities and the City's Comprehensive Solid Waste Management Plan for the 2006 -2025 planning period (SWMP) and supporting Final Environmental Impact Statement (FEIS). The SWMP provides for the management of all solid waste (including recyclables) that is generated in the City and collected by DSNY and other city agencies and the private sector.

The Bureau has advanced the development of the program for long-term waste export by barge and rail (long-term export plan). The program includes state-of-the-art Marine Transfer Station facilities for DSNY-managed waste and some commercial waste at the sites of four existing MTSs located in Brooklyn, Manhattan and Queens. Two other Manhattan MTSs are proposed to be developed at the site of existing MTS for the handling of a portion of Manhattan commercial waste (W. 59th Street MTS) and recyclables (Gansevoort MTS).

| | 2008 | 2009 | 2010 | 2010 | 2011 | Difference |
|-------------------------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| <i>Dollars in Thousands</i> | Actual | Actual | Adopted | January | January | 2011 vs. 2010 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried - Civilian | \$857 | \$884 | \$1,193 | \$1,234 | \$1,234 | \$41 |
| Other Salaried and Unsalariated | \$0 | \$0 | \$13 | \$13 | \$13 | \$0 |
| Additional Gross Pay | \$16 | \$18 | \$8 | \$8 | \$8 | \$0 |
| Overtime - Civilian | \$1 | \$3 | \$7 | \$7 | \$7 | \$0 |
| Subtotal, PS | \$874 | \$905 | \$1,221 | \$1,262 | \$1,262 | \$41 |
| Other than Personal Services | | | | | | |
| Supplies and Materials | \$14 | \$4 | \$10 | \$5 | \$10 | \$0 |
| Property and Equipment | \$1 | \$1 | \$4 | \$5 | \$4 | \$0 |
| Other Services and Charges | \$5 | \$3 | \$5 | \$5 | \$5 | \$0 |
| Contractual Services | \$2,310 | \$2,573 | \$1,766 | \$1,769 | \$2,206 | \$440 |
| Subtotal, OTPS | \$2,331 | \$2,581 | \$1,784 | \$1,784 | \$2,224 | \$440 |
| TOTAL | \$3,204 | \$3,486 | \$3,005 | \$3,047 | \$3,487 | \$481 |
| Funding | | | | | | |
| City Funds | NA | NA | \$2,402 | \$2,444 | \$2,884 | \$481 |
| Capital – IFA | NA | NA | 603 | 603 | 603 | 0 |
| TOTAL | NA | NA | \$3,005 | \$3,047 | \$3,487 | \$481 |

Solid Waste Transfer Stations

Funding provides for the operation of the Staten Island Transfer Station and the marine loading and unloading operations.

| <i>Dollars in Thousands</i> | 2008 Actual | 2009 Actual | 2010 Adopted | 2010 January | 2011 January | Difference 2011 vs. 2010 |
|--------------------------------|----------------|----------------|-----------------|-----------------|-----------------|-----------------------------|
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried - Uniformed | \$3,916 | \$4,791 | \$5,040 | \$5,040 | \$5,040 | \$0 |
| Full-Time Salaried - Civilian | 1,649 | 2,067 | 1,637 | 1,644 | 1,253 | (384) |
| Additional Gross Pay | 317 | 365 | 692 | 692 | 692 | 0 |
| Overtime - Uniform | 481 | 505 | 655 | 655 | 655 | 0 |
| Overtime - Civilian | 9 | 20 | 33 | 44 | 33 | 0 |
| Fringe Benefits | 31 | 40 | 168 | 168 | 168 | 0 |
| Subtotal, PS | \$6,403 | \$7,787 | \$8,226 | \$8,244 | \$7,842 | (\$384) |
| TOTAL | \$6,403 | \$7,787 | \$8,226 | \$8,244 | \$7,842 | (\$384) |
| Funding | | | | | | |
| City Funds | NA | NA | \$8,226 | \$8,233 | \$7,842 | (\$384) |
| Other Categorical | NA | NA | 0 | 11 | 0 | 0 |
| TOTAL | NA | NA | \$8,226 | \$8,244 | \$7,842 | (\$384) |

Performance Measures

| | FY 07 | FY 08 | FY 09 | 4-Month Actual FY 10 | Target FY 11 |
|--------------------------------|-------|-------|-------|-------------------------|-----------------|
| Refuse collection cost per ton | \$179 | \$208 | \$228 | NA | * |
| Disposal cost per ton | \$129 | \$146 | \$148 | NA | * |
| Refuse tons per truck-shift | 10.4 | 10.2 | 9.9 | 10.2 | 10.7 |

For Staten Island waste, the Department operates a facility at the closed Fresh Kill landfill that containerizes waste for rail transport via a rail link connecting Staten Island to the national rail freight network. DSNY has also recently entered into long-term solid waste management contracts with vendors to export refuse by rail for all of the Bronx and a portion of Brooklyn.

Waste Prevention, Reuse, and Recycling

The Department has several recycling initiatives including waste prevention and reuse education. The Department’s recycling collection operation includes curbside collection, containerized collection, school night truck collection, bulk metal recycling, tire disposal, leaf and Christmas tree collection and chlorofluorocarbon (CFC) evacuation.

| <i>Dollars in Thousands</i> | 2008 | 2009 | 2010 | 2010 | 2011 | Difference |
|-------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|----------------|
| | Actual | Actual | Adopted | January | January | 2011 vs. 2010 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried - Civilian | \$2,024 | \$2,068 | \$2,124 | \$2,157 | \$2,159 | \$35 |
| Other Salaried and Unsalari ed | 48 | 30 | 8 | 8 | 8 | 0 |
| Additional Gross Pay | 90 | 67 | 12 | 13 | 13 | 1 |
| Overtime - Uniformed | (4) | 0 | 0 | 0 | 0 | 0 |
| Overtime - Civilian | 103 | 58 | 0 | 0 | 0 | 0 |
| Subtotal, PS | \$2,261 | \$2,223 | \$2,144 | \$2,178 | \$2,181 | \$36 |
| Other than Personal Services | | | | | | |
| Supplies and Materials | \$1,288 | \$1,210 | \$212 | \$87 | \$212 | \$0 |
| Property and Equipment | 75 | 27 | 195 | 66 | 172 | (23) |
| Other Services and Charges | 16,613 | 17,995 | 17,566 | 18,665 | 19,156 | 1,590 |
| Contractual Services | 7,552 | 2,798 | 2,629 | 1,881 | 8,521 | 5,892 |
| Fixed and Misc Charges | 1 | 0 | 0 | 0 | 0 | 0 |
| Subtotal, OTPS | \$25,530 | \$22,031 | \$20,601 | \$20,698 | \$28,060 | \$7,459 |
| TOTAL | \$27,791 | \$24,253 | \$22,745 | \$22,877 | \$30,241 | \$7,495 |
| Funding | | | | | | |
| City Funds | NA | NA | \$22,745 | \$20,877 | \$30,241 | \$7,495 |
| State | NA | NA | 0 | 2,000 | 0 | 0 |
| TOTAL | NA | NA | \$22,745 | \$22,877 | \$30,241 | \$7,495 |

Performance Measures

| | FY 07 | FY 08 | FY 09 | 4-Month Actual FY 10 | Target FY 11 |
|---|-------|-------|-------|-------------------------|-----------------|
| Curbside and containerized recycling diversion rate | 16.5% | 16.5% | 16.2% | 16.0% | * |
| Total recycling diversion rate | 32.0% | 35.0% | 32.9% | 29.6% | * |
| Annual tons recycled (000's) | 1,697 | 1,922 | 1,683 | 502 | * |
| Recycled tons per day | 5,438 | 6,160 | 5,394 | 4,647 | * |
| Recycling tons per truck-shift | 5.8 | 5.9 | 5.6 | 5.5 | 6.2 |
| Missed recycling collections | 0.1% | 0.0% | 0.0% | 0.0% | * |
| Paper recycling revenue per ton | \$14 | \$27 | \$20 | \$10 | * |
| Recycling collection cost per ton | \$400 | \$469 | 516 | NA | * |
| Recycling cost per ton (fully loaded) | \$420 | \$490 | 540 | NA | * |

The \$7.5 million increase to the Department's Waste Prevention, Reuse, and Recycling budget in Fiscal 2011 is primarily the result of restoring education and outreach programs and household hazardous waste collection, both of which were reduced in Fiscal 2010. DSNY will spend \$7 million on outreach and education in Fiscal 2011 and \$1 million on household hazardous waste collection.

The Department currently operates a dual-stream recycling program that requires residents to separate metal, glass, and certain plastics from paper and place it in bins, bags, or bundles. In 2009, the paper recycling program generated \$8.7 million, or an average of \$20 of per ton.

In accordance with the City's 2006 Solid Waste Management Plan, the Department commenced a 20-year recycling contract with Sims Municipal Recycling of New York LLC in January 2009. The initial cost of the contract is \$67 per ton for the recycling of metal, glass, and certain plastics and the Department is now paying \$68.53 per ton. The City is funding the rehabilitation of the 30th Street Pier in the South Brooklyn Marine Terminal as site preparation for the recycling processing facility to be built by Sims.

Relevant changes in DSNY operational statistics from the first four months of Fiscal Year 2010 include

- The recycling tons collected per truck shift declined to 5.5 tons from 5.6 tons over the same four month period in Fiscal 2009 due to a 12 percent reduction in total recycling tonnage available for collection.
- The curbside recycling diversion rate is relatively unchanged from the same period last year. The 10 percentage point decrease in the total recycling diversion rate, and the 35 percent decrease in tons recycled, is largely attributed to the decline in non-curbside recyclable material. Due to the ongoing conversion to parkland at Fresh Kills, DSNY is no longer receiving dredge spoils material and is receiving only a minimal amount of clean fill material and asphalt millings.
- Revenue from paper recycling declined 72 percent to \$10 per ton during the reporting period, consistent with the decreasing price of paper on the commodity markets.
- The number of CFC/Freon recoveries decreased approximately 5.5 percent over the reporting period as fewer appointments were made.

Enforcement – General

This program includes the Department’s enforcement agents who are responsible for monitoring compliance with administrative, recycling, and health laws as they relates to the maintenance of clean streets, illegal dumping and the disposal of waste and recyclable materials. The Fiscal 2011 Preliminary Budget includes 112 uniformed officers and 135 civilian personnel.

| <i>Dollars in Thousands</i> | 2008 | 2009 | 2010 | 2010 | 2011 | Difference |
|-------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| | Actual | Actual | Adopted | January | January | 2011 vs. 2010 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried - Uniformed | \$6,526 | \$6,977 | \$7,498 | \$7,498 | \$7,498 | \$0 |
| Full-Time Salaried - Civilian | 3,498 | 4,672 | 5,110 | 5,407 | 5,407 | 297 |
| Other Salaried and Unsalariated | 0 | 0 | 35 | 35 | 35 | 0 |
| Additional Gross Pay | 727 | 781 | 724 | 729 | 729 | 5 |
| Overtime - Uniformed | 527 | 454 | 780 | 780 | 780 | 0 |
| Overtime - Civilian | 122 | 77 | 212 | 220 | 220 | 8 |
| Subtotal, PS | \$11,401 | \$12,962 | \$14,359 | \$14,669 | \$14,669 | \$310 |
| Other than Personal Services | | | | | | |
| Supplies and Materials | \$547 | \$599 | \$573 | \$565 | \$573 | \$0 |
| Property and Equipment | 145 | 199 | 280 | 233 | 555 | 275 |
| Other Services and Charges | 84 | 140 | 78 | 116 | 78 | 0 |
| Contractual Services | 31 | 6 | 4 | 20 | 4 | 0 |
| Subtotal, OTPS | \$807 | \$944 | \$934 | \$934 | \$1,210 | \$275 |
| TOTAL | \$12,207 | \$13,906 | \$15,293 | \$15,603 | \$15,878 | \$585 |
| Funding | | | | | | |
| City Funds | NA | NA | \$15,293 | \$15,603 | \$15,878 | \$585 |
| TOTAL | NA | NA | \$15,293 | \$15,603 | \$15,878 | \$585 |

Performance Measures

| | FY 07 | FY 08 | FY 09 | 4-Month Actual FY 10 | Target FY 11 |
|--------------------------|---------|---------|---------|-------------------------|-----------------|
| Recycling Summons issued | 149,267 | 153,432 | 159,927 | 48,355 | * |

The Department’s Permit and Inspection Unit increased its inspections of private transfer stations by 36 percent in the first four months of Fiscal 2011. The number of recycling summonses issued has increased in recent years, from 141,511 issued in Fiscal Year 2006 and nearly 160,000 issued in Fiscal Year 2009. Recycling fine revenue, however, has varied over this time from \$3.1 million in Fiscal Year 2008 and \$3.5 million in Fiscal Year 2007 because not all summonses issued are for the same amount nor do the summonses always result in revenue being collected. Revenue from violations of alternate side of the street parking rules is approximately \$71 million annually.

In 2004, DSNY contracted with ICICI InfoTech, Inc. to develop NOVAS, a computerized system that would streamline the entire summons-issuance and management process. The contract with ICICI InfoTech, Inc. was valued at approximately \$4.5 million.

In 2006 NOVAS became operational, which allowed the DSNY Enforcement Agents and Sanitation Police Officers to use portable handheld devices to issue summonses, replacing the manual writing of paper tickets. Agents can now enter and print violations using the device. At the end of each work day, the information on the summonses stored in the handheld devices is downloaded into the NOVAS central server, batched, and sent to the Environmental Control Board (ECB) for adjudication.

Civilian Enforcement

This program includes funding for borough specific enforcement of sanitary laws in all five boroughs. There are currently 140 civilian enforcement positions budgeted for Fiscal Year 2011.

| <i>Dollars in Thousands</i> | 2008 Actual | 2009 Actual | 2010 Adopted | 2010 January | 2011 January | Difference 2011 vs. 2010 |
|-------------------------------|----------------|----------------|-----------------|-----------------|-----------------|-----------------------------|
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried - Civilian | \$3,576 | \$3,041 | \$4,155 | \$4,442 | \$4,442 | \$287 |
| Additional Gross Pay | \$85 | \$68 | \$0 | \$2 | \$2 | \$2 |
| Fringe Benefits | \$2 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Overtime - Civilian | \$86 | \$76 | \$0 | \$3 | \$3 | \$3 |
| Subtotal, PS | \$3,749 | \$3,185 | \$4,155 | \$4,447 | \$4,447 | \$292 |
| TOTAL | \$3,749 | \$3,185 | \$4,155 | \$4,447 | \$4,447 | \$292 |
| Funding | | | | | | |
| City Funds | NA | NA | \$4,155 | \$4,450 | \$4,450 | \$295 |
| TOTAL | NA | NA | \$4,155 | \$4,442 | \$4,442 | \$287 |

General Administration

This program includes funding that supports all aspects of administration and planning of the Department including payroll, budgeting, accounting, purchasing, data processing, training, and other services required to support executive and administrative operations that cannot be clearly linked to specific program areas.

| <i>Dollars in Thousands</i> | 2008 | 2009 | 2010 | 2010 | 2011 | Difference |
|-------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|----------------|
| | Actual | Actual | Adopted | January | January | 2011 vs. 2010 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried - Uniformed | \$2,428 | \$2,910 | \$3,627 | \$3,640 | \$4,018 | \$390 |
| Full-Time Salaried - Civilian | 14,602 | 15,959 | 15,628 | 16,320 | 15,969 | 340 |
| Other Salaried and Unsalariated | 479 | 500 | 776 | 786 | 786 | 11 |
| Additional Gross Pay | 646 | 767 | 686 | 699 | 702 | 15 |
| Fringe Benefits | 5 | 9 | 40 | 40 | 40 | 0 |
| Overtime - Uniformed | 70 | 70 | 238 | 238 | 238 | 0 |
| Overtime - Civilian | 138 | 140 | 127 | 127 | 128 | 1 |
| P.S. Other | (241) | (112) | 0 | 0 | 0 | 0 |
| Subtotal, PS | \$18,127 | \$20,243 | \$21,123 | \$21,851 | \$21,880 | \$757 |
| Other than Personal Services | | | | | | |
| Supplies and Materials | \$37,706 | \$30,426 | \$27,487 | \$28,224 | \$27,461 | (\$26) |
| Property and Equipment | 711 | 295 | 352 | 291 | 352 | 0 |
| Other Services and Charges | 33,622 | 34,736 | 40,884 | 40,877 | 40,318 | (565) |
| Contractual Services | 2,914 | 2,890 | 3,212 | 131 | 3,047 | (165) |
| Fixed and Misc Charges | 64 | 70 | 12 | 17 | 12 | 0 |
| Subtotal, OTPS | \$75,016 | \$68,417 | \$71,947 | \$69,540 | \$71,191 | (\$756) |
| TOTAL | \$93,143 | \$88,660 | \$93,070 | \$91,391 | \$93,071 | \$1 |
| Funding | | | | | | |
| City Funds | NA | NA | \$90,269 | \$88,130 | \$89,781 | (\$488) |
| Other Categorical | NA | NA | 0 | 53 | 0 | 0 |
| Capital – IFA | NA | NA | 1,699 | 1,962 | 2,189 | 490 |
| Federal – CDBG | NA | NA | 162 | 162 | 162 | 0 |
| Intra – City | NA | NA | 940 | 1,083 | 940 | 0 |
| TOTAL | NA | NA | \$93,070 | \$91,391 | \$93,071 | \$1 |

Support Operations-Motor Equipment

Funding provides for services related to the acquisition, repair, and maintenance of the Department's equipment citywide including 2,230 collection trucks, 450 street sweepers, 365 salt spreaders, 275 specialized collection trucks, 298 front end loaders, and approximately 2,360 various other support vehicles. The Fiscal 2011 Preliminary Budget includes 735 civilian positions in this program area.

| <i>Dollars in Thousands</i> | 2008 | 2009 | 2010 | 2010 | 2011 | Difference |
|-------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| | Actual | Actual | Adopted | January | January | 2011 vs. 2010 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried - Civilian | \$53,956 | \$54,479 | \$53,334 | \$53,708 | \$53,616 | \$282 |
| Other Salaried and Unsalari ed | 30 | 14 | 79 | 81 | 81 | 2 |
| Additional Gross Pay | 2,605 | 2,658 | 2,382 | 2,388 | 2,389 | 7 |
| Overtime - Civilian | 1,929 | 1,544 | 2,013 | 2,024 | 2,025 | 12 |
| Subtotal, PS | \$58,520 | \$58,696 | \$57,809 | \$58,202 | \$58,111 | \$303 |
| Other than Personal Services | | | | | | |
| Supplies and Materials | \$24,295 | \$20,046 | \$16,490 | \$19,210 | \$17,140 | \$650 |
| Property and Equipment | 699 | 843 | 1,016 | 621 | 932 | (84) |
| Other Services and Charges | 94 | 188 | 108 | 158 | 108 | 0 |
| Contractual Services | 2,207 | 1,908 | 2,540 | 2,766 | 2,540 | 0 |
| Fixed and Misc Charges | 0 | 1 | 1 | 1 | 1 | 0 |
| Subtotal, OTPS | \$27,295 | \$22,986 | \$20,153 | \$22,754 | \$20,719 | \$566 |
| TOTAL | \$85,815 | \$81,683 | \$77,962 | \$80,956 | \$78,831 | \$869 |
| Funding | | | | | | |
| City Funds | NA | NA | \$76,907 | \$79,807 | \$77,693 | \$786 |
| Capital – IFA | NA | NA | 119 | 119 | 120 | 1 |
| Federal – CDBG | NA | NA | 916 | 998 | 998 | 82 |
| Federal – Other | NA | NA | 0 | 12 | 0 | 0 |
| Intra – City | NA | NA | 20 | 20 | 20 | 0 |
| TOTAL | NA | NA | \$77,962 | \$80,956 | \$78,831 | \$869 |

Performance Measures

| | FY 07 | FY 08 | FY 09 | 4-Month Actual FY 10 | Target FY 11 |
|---|-------|-------|-------|-------------------------|-----------------|
| Rear-loading collection truck outage rate | 14.3% | 15.6% | 16.3% | 18.3% | * |
| Dual-bin collection truck outage rate | 17.6% | 19.5% | 17.4% | 19.7% | * |
| EZ Pack front-loading truck outage rate | 20.7% | 23.5% | 24.4% | 22.7% | * |

Vehicle parts that were once purchased using capital funds now have to be paid for out of the Department's operating budget since they are no longer considered capially eligible. DSNY is requesting \$2.1 million in additional funding in Fiscal 2010 and \$2 million in the outyears to cover their costs.

The average age of the Department's collection truck fleet is greater than five years contributing to the higher outage rates in the first four months of Fiscal 2010. The other vehicles in the fleet are also approaching or have exceeded their useful life, leading to higher outage rates. Already in the first four months of Fiscal 2010, the outage rates for rear-loading and dual-bin collection trucks are up 2 percent.

Support Operations-Building Management

Funding provides for both routine maintenance and emergency structural repairs of the Department's 206 citywide facilities that include garages, marine transfer stations, repair shops and office buildings.

| <i>Dollars in Thousands</i> | 2008 Actual | 2009 Actual | 2010 Adopted | 2010 January | 2011 January | Difference 2011 vs. 2010 |
|-------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------------------|
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried - Uniformed | \$61 | \$64 | \$66 | \$66 | \$69 | \$3 |
| Full-Time Salaried - Civilian | 12,792 | 13,898 | 13,939 | 14,248 | 14,401 | 461 |
| Additional Gross Pay | 323 | 366 | 308 | 313 | 313 | 5 |
| Overtime - Civilian | 652 | 946 | 435 | 681 | 440 | 5 |
| Fringe Benefits | 701 | 714 | 757 | 757 | 757 | 0 |
| Subtotal, PS | \$14,529 | \$15,987 | \$15,506 | \$16,066 | \$15,980 | \$474 |
| Other than Personal Services | | | | | | |
| Supplies and Materials | \$1,450 | \$1,210 | \$1,087 | \$1,287 | \$1,025 | (\$62) |
| Property and Equipment | 495 | 491 | 518 | 421 | 518 | 0 |
| Other Services and Charges | 118 | 119 | 86 | 78 | 86 | 0 |
| Contractual Services | 1,074 | 1,106 | 1,034 | 1,030 | 1,034 | 0 |
| Subtotal, OTPS | \$3,137 | \$2,926 | \$2,725 | \$2,817 | \$2,663 | (\$62) |
| TOTAL | \$17,665 | \$18,913 | \$18,231 | \$18,883 | \$18,643 | \$412 |
| Funding | | | | | | |
| City Funds | NA | NA | \$18,231 | \$18,883 | \$18,643 | \$412 |
| TOTAL | NA | NA | \$18,231 | \$18,883 | \$18,643 | \$412 |

The Department is expected to complete the Queens 14 garage and the Manhattan 4/4A/7 garage in Fiscal 2010. The Department plans to hire three new stationary engineers to maintain and operate the new HVAC systems in these facilities at a cost of \$347,000.

The Bureau of Building Management is currently working with the New York Power Authority to reduce the Department's overall electrical consumption, particularly peak loads during high temperature summer days.

Engineering

This program includes funding for the Citywide Capital Projects Division, which oversees the design and construction of all DSNY capital projects. The funding for engineering and design is provided primarily from the City's capital budget through intra-fund agreements (IFA).

| <i>Dollars in Thousands</i> | 2008 | 2009 | 2010 | 2010 | 2011 | Difference |
|-------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | Actual | Actual | Adopted | January | January | 2011 vs. 2010 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried - Civilian | \$4,380 | \$4,734 | \$5,041 | \$4,932 | \$4,711 | (\$330) |
| Other Salaried and Unsalari ed | 27 | 30 | 36 | 36 | 36 | 0 |
| Additional Gross Pay | 167 | 242 | 86 | 86 | 86 | 0 |
| Overtime - Civilian | 53 | 33 | 41 | 41 | 41 | 0 |
| Subtotal, PS | \$4,628 | \$5,039 | \$5,204 | \$5,095 | \$4,874 | (\$330) |
| Other than Personal Services | | | | | | |
| Supplies and Materials | \$440 | \$435 | \$284 | \$322 | \$284 | \$0 |
| Property and Equipment | 141 | 45 | 37 | 60 | 37 | 0 |
| Other Services and Charges | 197 | 273 | 33 | 36 | 33 | 0 |
| Contractual Services | 38 | 278 | 423 | 710 | 418 | (5) |
| Subtotal, OTPS | \$816 | \$1,031 | \$777 | \$1,127 | \$772 | (\$5) |
| TOTAL | \$5,443 | \$6,070 | \$5,981 | \$6,222 | \$5,646 | (\$335) |
| Funding | | | | | | |
| City Funds | NA | NA | \$638 | \$988 | \$633 | (\$5) |
| Capital – IFA | NA | NA | 5,343 | 5,234 | 5,013 | (330) |
| TOTAL | NA | NA | \$5,981 | \$6,222 | \$5,646 | (\$335) |

Snow Removal

This program includes funding for the Department’s citywide snow removal program.

| <i>Dollars in Thousands</i> | 2008 Actual | 2009 Actual | 2010 Adopted | 2010 January | 2011 January | Difference 2011 vs. 2010 |
|-------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------------------|
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried - Civilian | \$2,741 | \$2,741 | \$2,741 | \$3,631 | \$2,741 | \$0 |
| Other Salaried and Unsalari ed | 1,516 | 1,340 | 1,898 | 1,898 | 1,898 | 0 |
| Additional Gross Pay | 91 | 153 | 52 | 52 | 52 | 0 |
| Overtime - Uniformed | 5,639 | 15,752 | 15,901 | 15,901 | 15,901 | 0 |
| Overtime - Civilian | 1,049 | 2,255 | 869 | 869 | 869 | 0 |
| Subtotal, PS | \$11,037 | \$22,242 | \$21,462 | \$22,351 | \$21,462 | \$0 |
| Other than Personal Services | | | | | | |
| Supplies and Materials | \$11,944 | \$18,344 | \$14,796 | \$14,784 | \$14,796 | \$0 |
| Property and Equipment | 2,302 | 3,024 | 1,629 | 1,629 | 1,629 | 0 |
| Other Services and Charges | 133 | 106 | 240 | 252 | 240 | 0 |
| Contractual Services | 5 | 74 | 193 | 193 | 193 | 0 |
| Subtotal, OTPS | \$14,383 | \$21,548 | \$16,858 | \$16,858 | \$16,858 | \$0 |
| TOTAL | \$25,420 | \$43,789 | \$38,320 | \$39,210 | \$38,320 | \$0 |
| Funding | | | | | | |
| City Funds | NA | NA | \$38,320 | \$39,210 | \$38,320 | \$0 |
| TOTAL | NA | NA | \$38,320 | \$39,210 | \$38,320 | \$0 |

Performance Measures

| | FY 07 | FY 08 | FY 09 | 4-Month Actual FY 10 | Target FY 11 |
|-----------------------|----------|---------|----------|-------------------------|-----------------|
| Snowfall (inches) | 12.8 | 13.8 | 25.8 | 0.0 | * |
| Salt used (tons) | 244,606 | 162,185 | 295,572 | 0 | * |
| Snow overtime (000's) | \$21,140 | \$6,124 | \$16,874 | \$0 | * |

In Fiscal Year 2009 the Department spent 175 percent more in overtime for snow removal and used 82 percent more salt due to an 87 percent increase in snow accumulation and three additional snow storms compared to the previous year. The additional overtime spending also included collective bargaining increases.

The Department’s snow removal budget, as required by the City Charter, is based on the previous five-year spending average. The Fiscal year 2011 Preliminary Budget included \$38.3 million for snow removal based on this calculation.

Legal Services

This program includes funding for the Department's legal affairs division.

| <i>Dollars in Thousands</i> | 2008 Actual | 2009 Actual | 2010 Adopted | 2010 January | 2011 January | Difference 2011 vs. 2010 |
|--------------------------------|----------------|----------------|-----------------|-----------------|-----------------|-----------------------------|
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried - Uniformed | \$165 | \$160 | \$150 | \$150 | \$150 | \$0 |
| Full-Time Salaried - Civilian | 2,633 | 2,822 | 3,037 | 3,093 | 3,099 | 62 |
| Other Salaried and Unsalariad | 27 | 13 | 26 | 26 | 26 | 0 |
| Additional Gross Pay | 127 | 154 | 134 | 134 | 134 | 0 |
| Overtime - Uniformed | 25 | 22 | 22 | 22 | 22 | 0 |
| Overtime - Civilian | 6 | 0 | 5 | 5 | 5 | 0 |
| Subtotal, PS | \$2,984 | \$3,172 | \$3,373 | \$3,430 | \$3,435 | \$62 |
| TOTAL | \$2,984 | \$3,172 | \$3,373 | \$3,430 | \$3,435 | \$62 |
| Funding | | | | | | |
| City Funds | NA | NA | \$2,947 | \$3,003 | \$3,003 | \$56 |
| Capital – IFA | NA | NA | 426 | 426 | 432 | 6 |
| TOTAL | NA | NA | \$3,373 | \$3,430 | \$3,435 | \$62 |

Performance Measures

| | FY 07 | FY 08 | FY 09 | 4-Month Actual FY 10 | Target FY 11 |
|------------------------|------------|------------|------------|-------------------------|-----------------|
| Tort payout (000's) | \$31,477.1 | \$25,822.5 | \$25,523.8 | \$11,514.7 | * |

Public Information

The Bureau of Public Information and Community Affairs is responsible for communicating the Department's policies and procedures and services, both internally and externally. The Bureau manages and monitors the general public's opinions of the Department's performance and assists with public policy development. The Bureau also coordinates all DSNY special events, ceremonies and community outreach programs.

The Office of Public Information responds to all media inquiries - local, national, and international - focusing on explaining the Department's mission and message via television, radio, newspapers, magazines, and the Internet. The Office of Public Information maintains daily news clippings and a monthly video reel, both of which are distributed to all senior uniformed and civilian managers. The Office also manages fully equipped audio-video and photo units. The Office also produces a quarterly newsletter and coordinates the Department's Annual Report. The Office also serves as the content editor for the DSNY web site.

| | 2008 | 2009 | 2010 | 2010 | 2011 | Difference |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|---------------|
| <i>Dollars in Thousands</i> | Actual | Actual | Adopted | January | January | 2011 vs. 2010 |
| Spending | | | | | | |
| Personal Services | | | | | | |
| Full-Time Salaried - Uniformed | \$379 | \$381 | \$363 | \$363 | \$363 | \$0 |
| Full-Time Salaried - Civilian | 1,373 | 1,349 | 1,408 | 1,451 | 1,452 | 43 |
| Other Salaried and Unsalariated | 26 | 34 | 49 | 49 | 49 | 0 |
| Additional Gross Pay | 37 | 33 | 36 | 36 | 36 | 0 |
| Overtime - Uniform | 39 | 32 | 98 | 98 | 98 | 0 |
| Overtime - Civilian | 29 | 29 | 29 | 29 | 29 | 0 |
| Subtotal, PS | \$1,884 | \$1,857 | \$1,983 | \$2,026 | \$2,027 | \$44 |
| TOTAL | \$1,884 | \$1,857 | \$1,983 | \$2,026 | \$2,027 | \$44 |
| Funding | | | | | | |
| City Funds | NA | NA | \$1,983 | \$2,026 | \$2,027 | \$44 |
| TOTAL | NA | NA | \$1,983 | \$2,026 | \$2,027 | \$44 |

Appendix A: Budget Actions in the November and January Plans

| <i>Dollars in Thousands</i> | FY 2010 | | | FY 2011 | | |
|--|--------------------|-----------------|--------------------|--------------------|-----------------|--------------------|
| | City | Non-City | Total | City | Non-City | Total |
| Agency Budget as of June 2009 Plan | \$1,275,763 | \$27,369 | \$1,303,132 | \$1,379,728 | \$27,898 | \$1,407,626 |
| Program to Eliminate the Gap (PEGs) | | | | | | |
| Delay in Staffing the New Marine Transfer Stations | \$0 | \$0 | \$0 | (\$27,599) | \$0 | (\$27,599) |
| NYS DEC Recycling Grant | (2,000) | 2,000 | 0 | 0 | 0 | 0 |
| Uniform Assignment Differentials | (4,212) | 0 | (4,212) | (3,634) | 0 | (3,634) |
| Uniform Overtime | (6,923) | 0 | (6,923) | (5,263) | 0 | (5,263) |
| Waste Export Funding Express | (15,896) | 0 | (15,896) | (26,234) | 0 | (26,234) |
| Total, PEGs | (\$29,031) | \$2,000 | (\$27,031) | (\$62,729) | \$0 | (\$62,729) |
| New Needs | | | | | | |
| Civilian PS Deficit | \$860 | \$0 | \$860 | \$0 | \$0 | \$0 |
| Stationary Engineers for New Garages | 174 | 0 | 174 | 347 | 0 | 347 |
| Vehicle Parts | 2,064 | 0 | 2,064 | 2,000 | 0 | 2,000 |
| Total, New Needs | \$3,097 | \$0 | \$3,097 | \$2,347 | \$0 | \$2,347 |
| Other Adjustments | | | | | | |
| CD-Auto Trade-1523 | \$0 | \$82 | \$82 | \$0 | \$82 | \$82 |
| CMAQ Rollover from FY 2009 | 0 | 12 | 12 | 0 | 0 | 0 |
| Fund CCHR Intracity Fuel | 0 | 2 | 2 | 0 | 0 | 0 |
| FY 2009 Rollover-1054 | 0 | 147 | 147 | 0 | 0 | 0 |
| Increasing I/C 7090/10F | 0 | 7 | 7 | 0 | 0 | 0 |
| Processed Dredge Material | 0 | 58 | 58 | 0 | 0 | 0 |
| Rollover from FY 2009-1214 | 0 | 61 | 61 | 0 | 0 | 0 |
| Sanitation | 0 | 120 | 120 | 0 | 0 | 0 |
| Street Fair Revenue | 0 | 291 | 291 | 0 | 0 | 0 |
| 1st Qtr. Revenue | 0 | 115 | 115 | 0 | 0 | 0 |
| 1st Qtr. Fuel Revenue-1004 | 0 | 35 | 35 | 0 | 0 | 0 |
| Collective Bargaining-Various | 1,791 | 159 | 1,950 | 1,797 | 159 | 1,956 |
| DSNY WEP | 0 | (64) | (64) | 0 | (64) | (64) |
| IC w/ DOS-Fuel | 0 | 15 | 15 | 0 | 0 | 0 |
| MTS Delay PEG-Fringe | 0 | 0 | 0 | 4,962 | 0 | 4,962 |
| Uniform Differential PEG-Fringe | 299 | 0 | 299 | 258 | 0 | 258 |
| Uniform Overtime PEG-Fringe | 492 | 0 | 492 | 374 | 0 | 374 |
| Total, Other Adjustments | \$2,582 | \$1,040 | \$3,622 | \$7,390 | \$177 | \$7,567 |
| PEG Restorations | | | | | | |
| Sunday Security PEG Restoration | \$1,838 | \$0 | \$1,838 | \$0 | \$0 | \$0 |
| Total, PEG Restorations | \$1,838 | \$0 | \$1,838 | \$0 | \$0 | \$0 |
| Agency Budget as of January 2010 Plan | \$1,254,249 | \$30,408 | \$1,284,657 | \$1,326,736 | \$28,074 | \$1,354,810 |

Appendix B: Reconciliation of Program Areas to Units of Appropriation

Dollars in Thousands

| | Personal Services | | | | | | OTPS | | | | | | Total |
|--|-------------------|------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|----------------|-----------------|-----------------|--------------------|
| | 001 | 002 | 003 | 004 | 005 | 007 | 006 | 009 | 010 | 011 | 012 | 013 | |
| Civilian Enforcement | \$4,447 | \$- | \$- | \$- | \$- | \$- | \$- | \$- | \$- | \$- | \$- | \$- | \$4,447 |
| Collection & Street Cleaning | 13,822 | 608,540 | | | | | 2,385 | 9,153 | | | | | \$633,901 |
| Enforcement - General | 14,669 | | | | | | 1,210 | | | | | | \$15,878 |
| Engineering | 4,874 | | | | | | 772 | | | | | | \$5,646 |
| General Administration | 21,880 | | | | | | 71,191 | | | | | | \$93,071 |
| Legal Services | 3,435 | | | | | | | | | | | | \$3,435 |
| Long Term Export | 1,262 | | | | | | 2,224 | | | | | | \$3,487 |
| Public Information | 2,027 | | | | | | | | | | | | \$2,027 |
| Snow Removal | | | | | | 21,462 | | | | | | 16,858 | \$38,320 |
| Solid Waste Transfer Stations | | | 7,842 | | | | | | | | | | \$7,842 |
| Support Operations - Motor Equipment | | | | | 58,111 | | | | | | 20,719 | | \$78,831 |
| Support Operations-Building Management | | | | 15,980 | | | | | | 2,663 | | | \$18,643 |
| Waste Disposal - General | | | 10,876 | | | | | | 3,147 | | | | \$14,023 |
| Waste Disposal - Landfill Closure | | | | | | | | | 64,220 | | | | \$64,220 |
| Waste Export | | | | | | | | | 340,798 | | | | \$340,798 |
| Waste Prevention, Reuse, and Recycling | | 2,181 | | | 0 | | | 28,060 | | | | | \$30,241 |
| TOTAL | \$66,417 | \$610,721 | \$18,718 | \$15,980 | \$58,111 | \$21,462 | \$77,781 | \$37,213 | \$408,165 | \$2,663 | \$20,719 | \$16,858 | \$1,354,810 |